JCA Baseline Reassessment Update

26 June 2007

Purpose

- **Provide status of JCA Baseline Reassessment to the Joint Concept Steering Group**

Guidance on Intent

SecDef

"…integral part of the evolving ***Capabilities-Based Planning*** process…the beginnings of a ***common language*** to discuss and describe capabilities ***across*** many related ***Department activities and processes***."

SecDef Memo, 6 May 2005

VCJCS

"JCAs are ***being used today across DOD processes*** and activities as a result of the initial SecDef direction. To varying degrees, they are enabling capability discussions among disparate entities and providing a common framework for capability management. To ***increase their utility***, the Department needs a plan for their ***deliberate implementation DOD-wide*** and a baseline reassessment to ***further their refinement***."

VCJCS Memo, 26 February 2007

DSD

"The JCAs are fundamental to establishing a common language to support the many DoD capability-based planning Processes. To broaden JCA use as ***a framework for capability management throughout the Department***, the following tasks are assigned:"

- IR&G co-leads will establish a plan to use JCAs across DoD
- ***CJCS will conduct a base line reassessment of the JCAs***

DSD Memo, 27 March 2007

What Problem Does JCAs Address?

- **DOD processes currently talk in five different languages…**
  - Policy talks in terms of strategic priorities
  - Programming talks in terms of appropriations and PEs
  - Planning talks in terms of force packages
  - Acquisition talks in terms of cost, schedule and performance parameters
  - Requirements talks in terms of capabilities and gaps
- **You cannot have an enterprise-wide capabilities-based strategy-to-task discussion without a common language**
- **JCAs have provided a rudimentary language which**

DoD's Capabilities-Based Planning

JCA Use

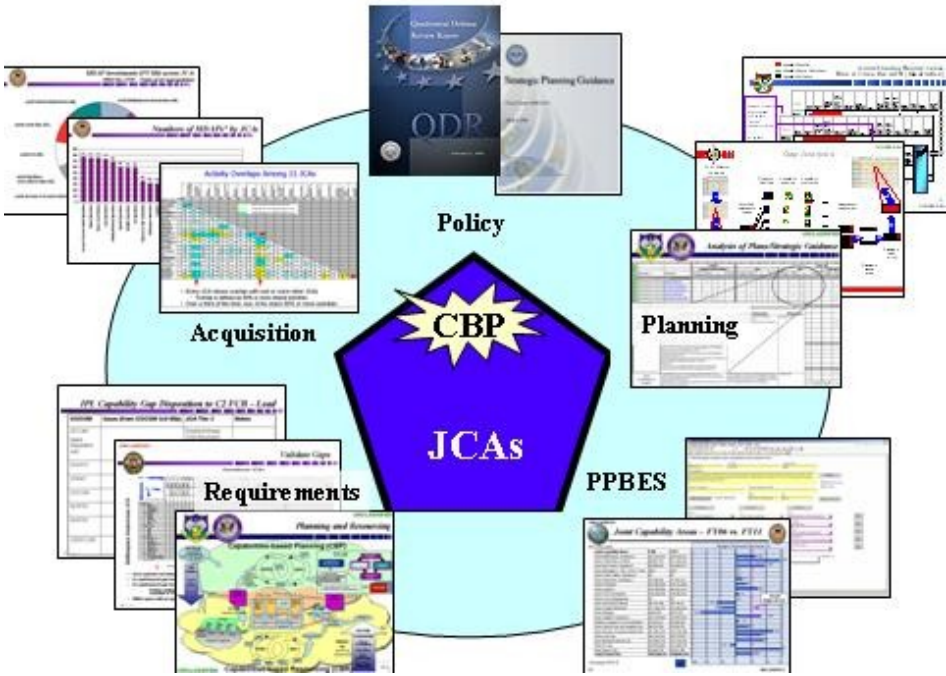
- **Policy:**
  QDR used capability framework, but not JCAs; possible language for aligning strategy to outcomes

- **Planning:**
  Underpins operational planning; enables current and future planners to discuss forces in preferred capability package terms; linking plans to resources (LPTR)

- **Programming:**
  Defense Data Warehouse maps JCAs to PEs; provides investment insight

- **Requirements:**
  Facilitates portfolio management; facilitates IPL gap prioritization; enables risk assessment and investment discussions (tradeoff analysis)

- **Acquisition:**
  Too much overlap (MMT); facilitates development & prioritization of IPLs & capability roadmaps



Current JCA Problems

- **Multiple capability categories (functions, operations, domains, institutional) led to:**
  - **Significant overlaps across the JCAs**
  - **Complex framework with potentially unlimited growth**
- **Lack of process discipline during development resulted in uneven/insufficient decomposition**
- **Consciously excluded DoD corporate support capabilities by focusing on CJTF commander requirements**

Approach Methodology

- **Categorize the JCA Framework Functionally**
  - **Minimizes overlap**
  - **Simplifies framework; reduces top level to a manageable number**
  - **Supports Joint Defense Capabilities Study original intent**
  - **Aligns closely with FCB structure**
  - **Aligns closely with JP 3-0 enduring functions**
  - **More enduring; less apt to change due to new technologies or emerging threats**
- **Use standardized rules for uniform decomposition**
- **Expand JCA Framework to include all DOD capabilities**

Process

Phased Effort

Phase 0 - Ground work (TOR & analysis)

Phase 1 - Develop top level JCAs

Phase 2 - Decomposition to lower levels

Participants

- Joint Staff
- Services
- FCBs
- OSD

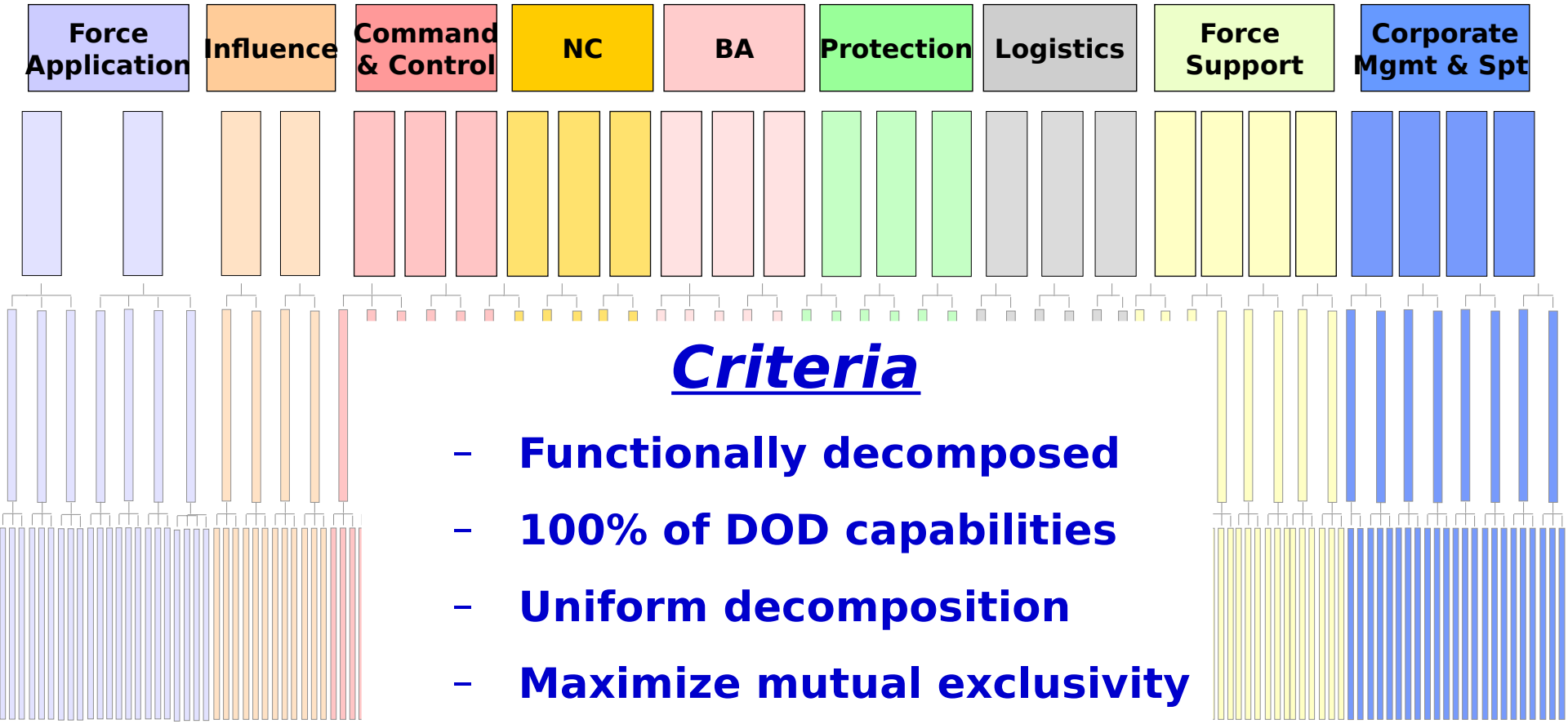
Sources Considered

- Current JCAs
- JP 3-0
- FCB structure
- Proposed ICP construct

Top Level Criteria

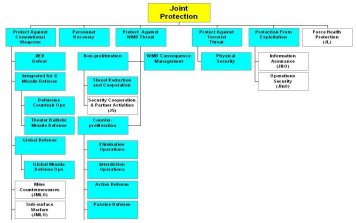
- Must be functional
- Must be a manageable number (nominally 6 to 10)
- Must cover 100% of DoD capabilities

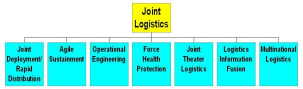
JROC Decision on JCAs

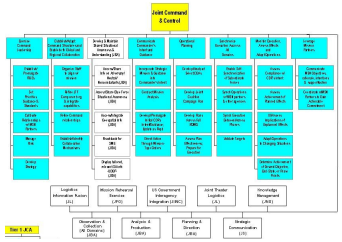


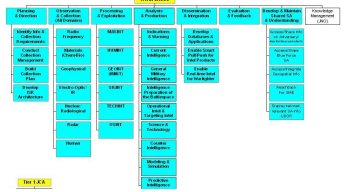
Criteria

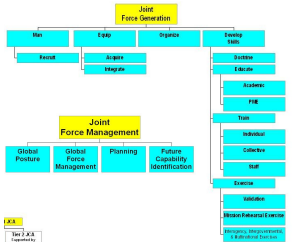
- Functionally decomposed
- 100% of DOD capabilities
- Uniform decomposition
- Maximize mutual exclusivity

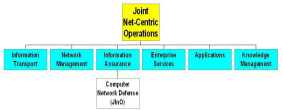


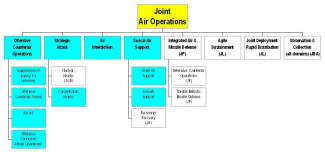


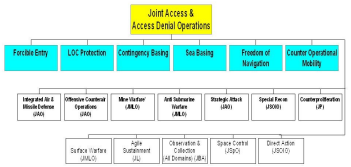


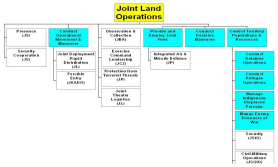


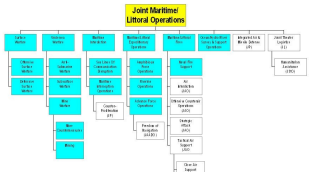




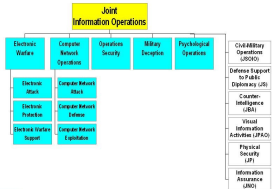


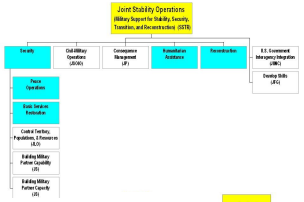


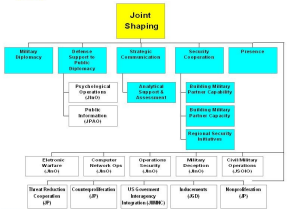


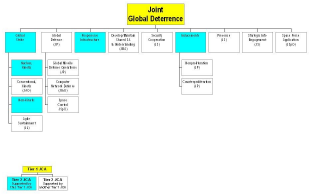


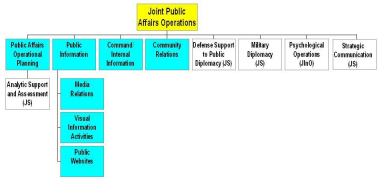
JCA Lexicon











Defense Support of Civil Authorities
Military Assistance to Civil Disturbances
Military Assistance to Civil Authorities
Military Support to Civilian Law Enforcement Agencies
Emergency Preparedness

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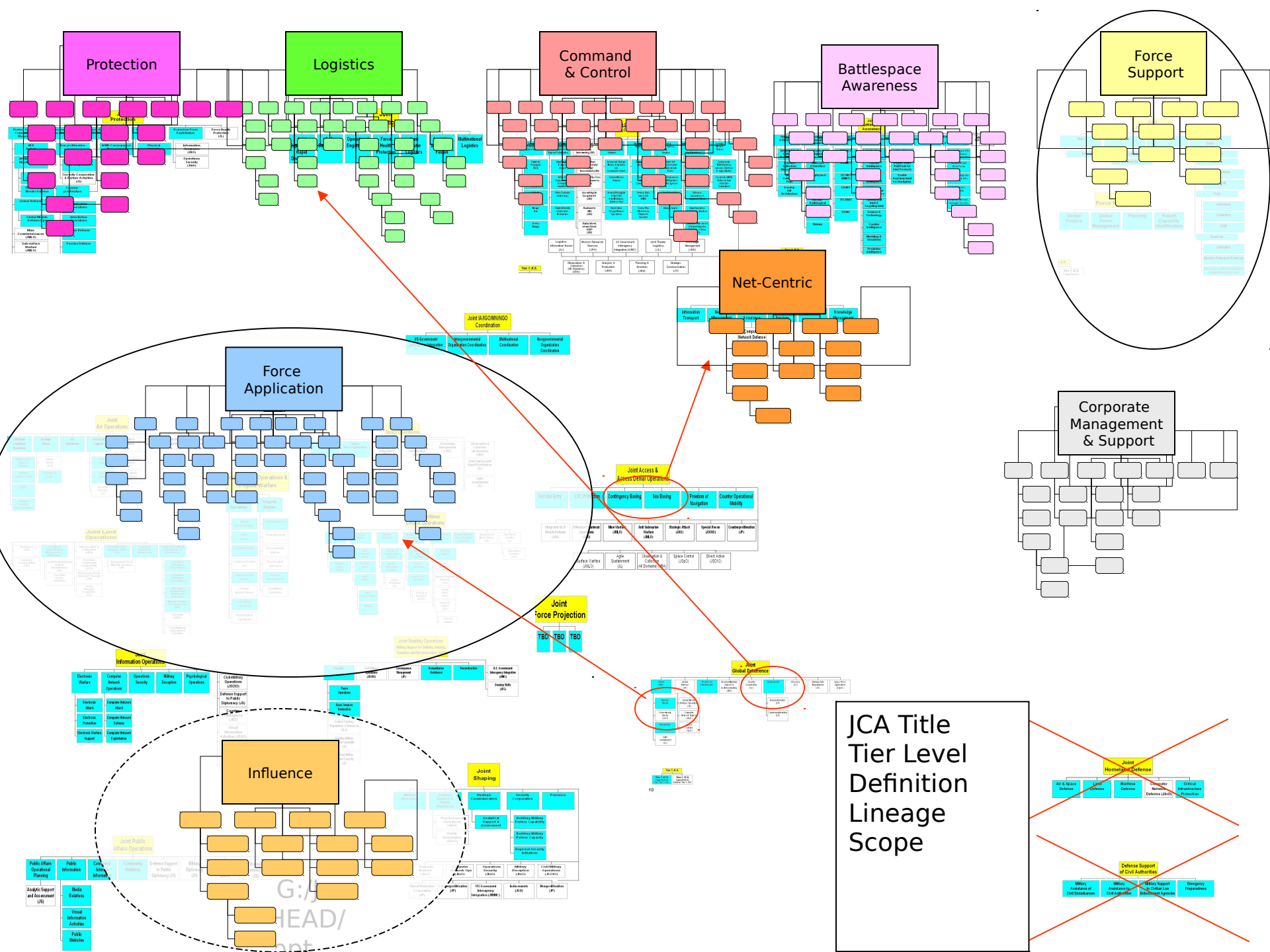
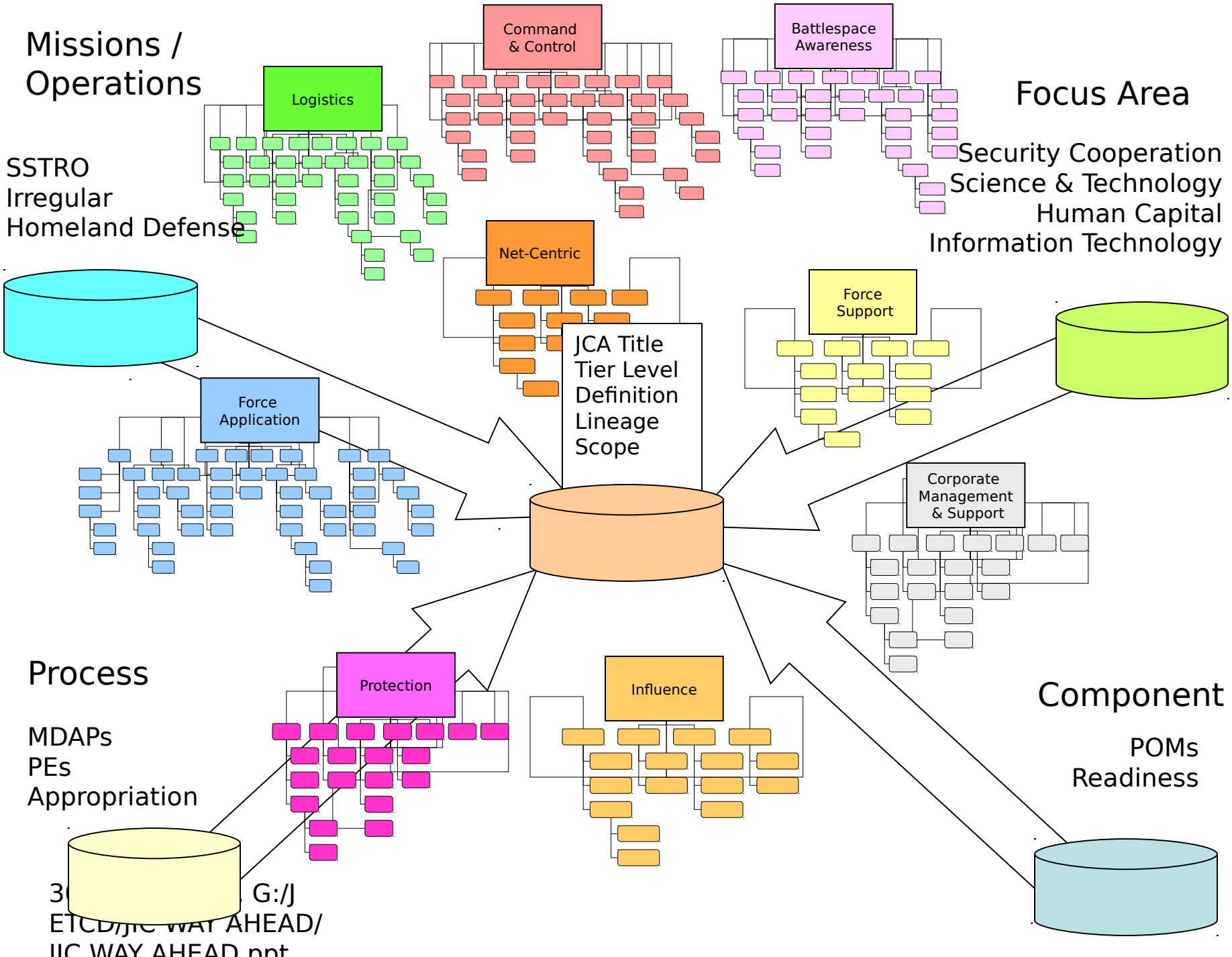

Protection
Logistics
Command & Control
Battlespace Awareness
Force Support
Net-Centric
Force Application
Corporate Management & Support
Joint Access & Access Denial Operations
Joint Force Projection
Influence
Joint Shaping
JCA Title
Tier Level
Definition
Lineage
Scope


Missions / Operations
Logistics
Command & Control
Battlespace Awareness
Focus Area
SSTRO
Irregular
Homeland Defense
Security Cooperation
Science & Technology
Human Capital
Information Technology
Net-Centric
Force Support
JCA Title
Tier Level
Definition
Lineage
Scope
Force Application
Corporate Management & Support
Process
Protection
Influence
Component
MDAPs
PEs
Appropriation
POMs
Readiness
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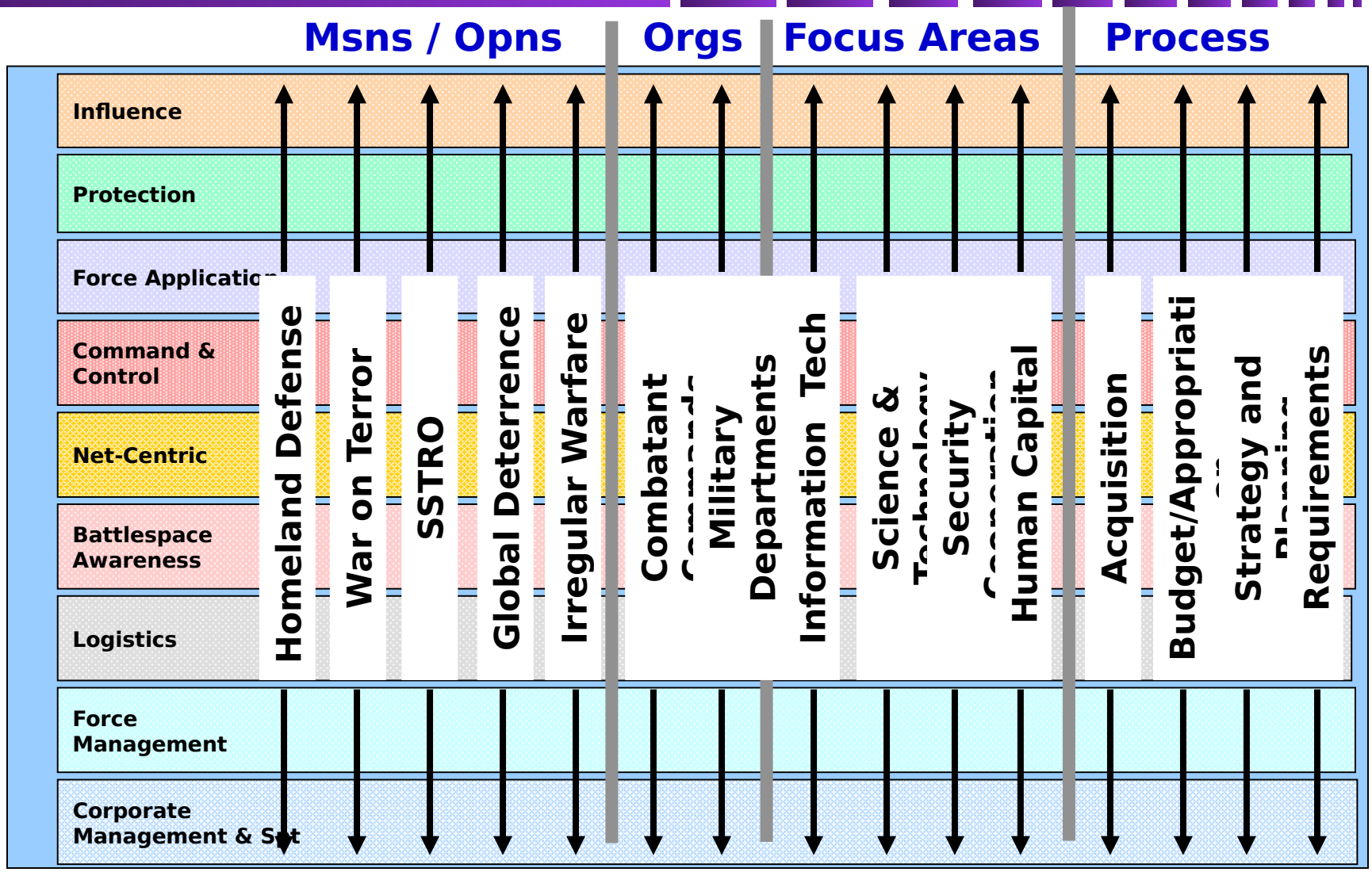
Vision



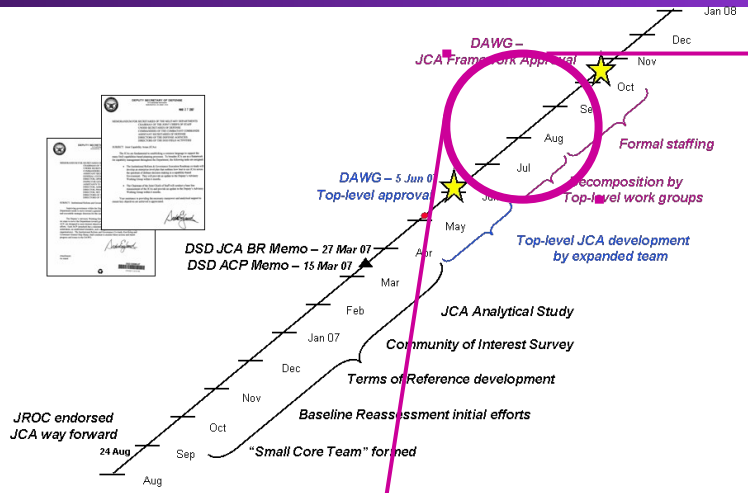
Functionally aligned JCAs simplify the framework & increases utility across DOD by facilitating cross-referenced views by operations, components, processes, and activities

Questions

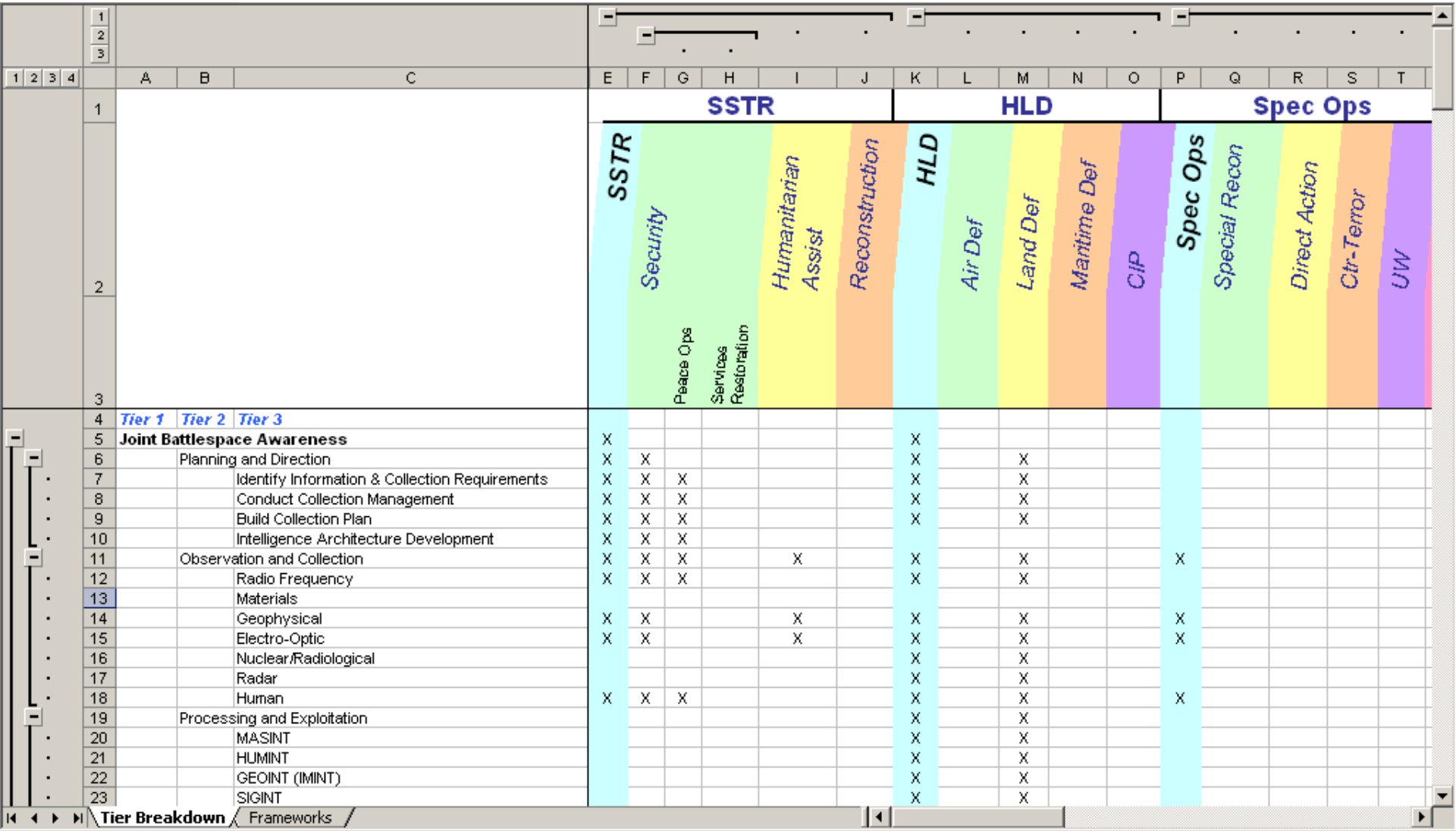
Break

Backup Slides

Phase 2



17 Sep
10 Sep
3 Sep
3-day Working Sessions
28 Aug – 25 Oct
27 Aug
20 Aug
13 Aug
6 Aug
30 Jul
Initial Prep Sessions
23 Jul
16 Jul
9 Jul



	Tier 1	Tier 2	Tier 3	SSTR	Security	Peace Ops	Services Restoration	Humanitarian Assist	Reconstruction	HLD	Air Def	Land Def	Maritime Def	CIP	Spec Ops	Special Recon	Direct Action	Ctr-Terror	UW
4	*Tier 1*	*Tier 2*	*Tier 3*																
5	**Joint Battlespace Awareness**			X						X									
6		Planning and Direction		X	X					X		X							
7			Identify Information & Collection Requirements	X	X	X				X		X							
8			Conduct Collection Management	X	X	X				X		X							
9			Build Collection Plan	X	X	X				X		X							
10			Intelligence Architecture Development	X	X	X													
11		Observation and Collection		X	X	X		X		X		X			X				
12			Radio Frequency	X	X	X				X		X							
13			Materials																
14			Geophysical	X	X			X		X		X			X				
15			Electro-Optic	X	X			X		X		X			X				
16			Nuclear/Radiological							X		X							
17			Radar							X		X							
18			Human	X	X	X				X		X			X				
19		Processing and Exploitation								X		X							
20			MASINT							X		X							
21			HUMINT							X		X							
22			GEOINT (IMINT)							X		X							
23			SIGINT							X		X							

Tier Breakdown | Frameworks

ETCB/JIC WAY AHEAD/
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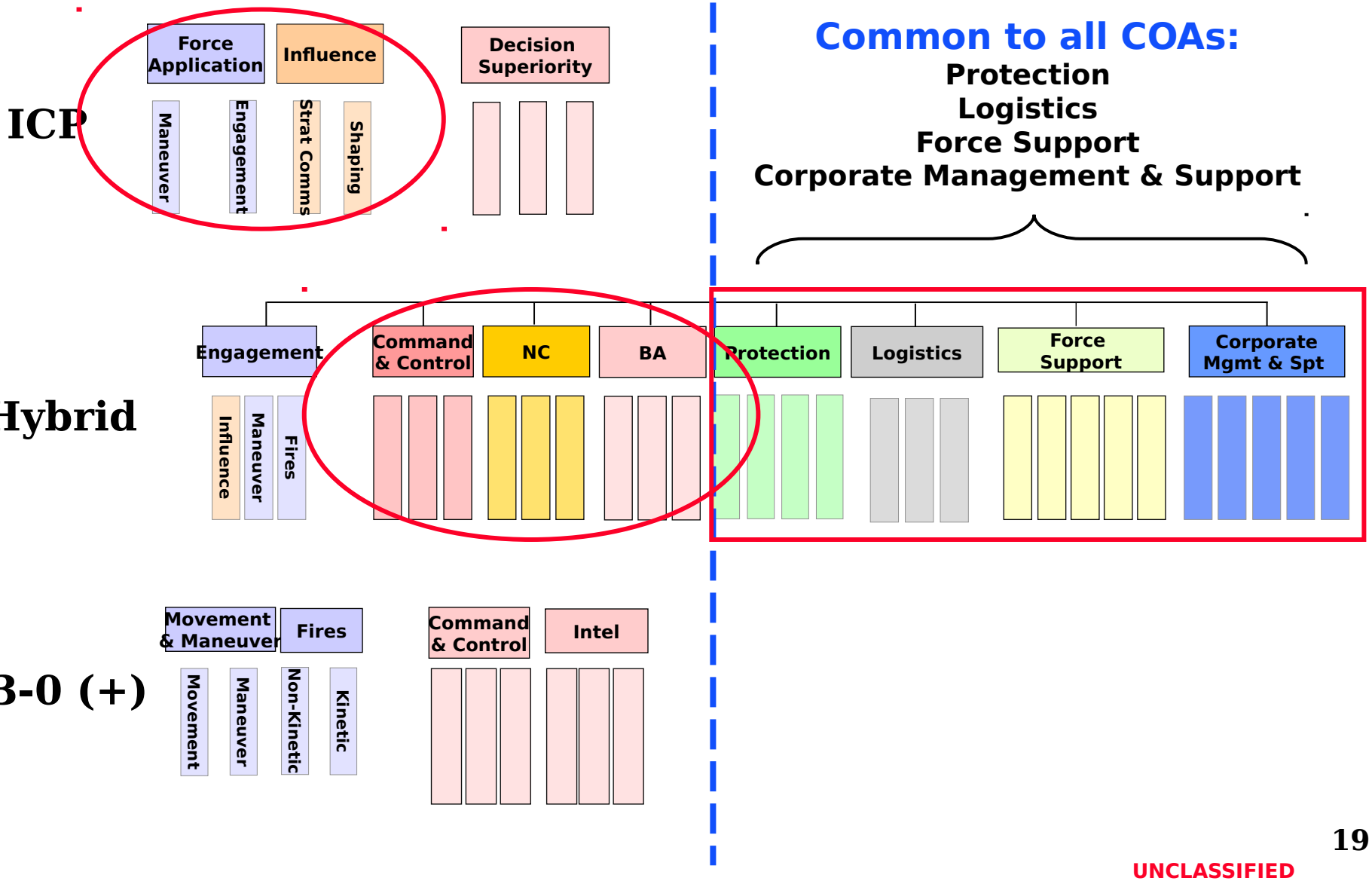
JROC Decision on Top Level JCA COAs



JCA COA Cross-walk

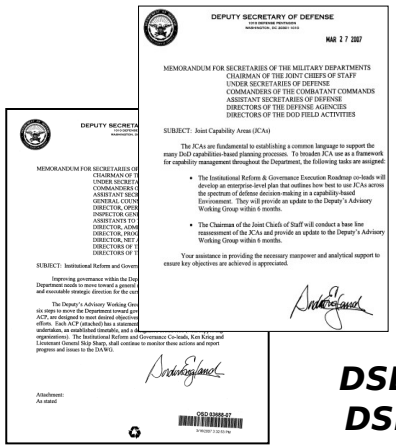
Current Tier 1 JCAs	Current FCB Alignment	IR&G Integrated Capability Portfolios (ICP)	Potential Functional Categories	JP 3-0 Functional Areas
Joint Land Operations	Force Application	Force Application	Engagement	Movement & Maneuver
Joint Maritime /Littoral Ops	Force Application			
Joint Space Operations	Force Application			
Joint Air Operations	Force Application			
Joint Information Operations	Force Application			
Joint Global Deterrence	Force Application			
Joint Stability Operations	Force Application			
Joint Force Projection	Force Application			Fires
Joint Access & Access Denial	Force Application			
Joint Special Ops & Irreg Ops	Force Application			
Joint Shaping	FM	Influence or Shaping	Influence	
Joint Public Affairs Operations	FM			
Joint Battlespace Awareness	BA	Decision Superiority	BA	Intel
Joint C2	C2		C2	C2
Joint Net-Centric Operations	NC		NC	
Joint Protection	Force Protection	Protection	Protection	Protection
Joint Homeland Defense	Force Protection			
Defense Spt of Civil Authorities	Force Protection			
Joint Logistics	Focused Logistics	Logistics	Logistics	Sustainment
Joint Force Generation	JT	Force Support	Force Support	Force Support
Joint Force Management	FM			
Joint IA / IGO/ NGO/ Coord	JT			
		Corporate Management & Support	Corporate Management & Support	Corporate Management & Support

Current **ICP** **Hybrid** **JP 3-0**

Problem Validation

- **Joint Defense Capabilities Study - recommended one capability category plus an institutional category to cover all capabilities**
- **AT&L Matrix Mapping Tool - showed significant overlaps**
- **Senior leader guidance - simplify framework**
- **JCA survey - highlighted need to simplify framework and significantly reduce overlap**
- **JCA analytical study - (NSWCDD) showed framework inefficiencies and recommended a functional framework to eliminate redundancy and overlap**

JCA Baseline Reassessment Time Line


DEPUTY SECRETARY OF DEFENSE

MAR 27 2007

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
COMMANDERS OF THE COMBATANT COMMANDS
ASSISTANT SECRETARIES OF DEFENSE
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Joint Capability Areas (JCAs)

The JCAs are fundamental to establishing a common language to support the many DoD capabilities-based planning processes. To broaden JCA use as a framework for capability management throughout the Department, the following tasks are assigned:

- The Institutional Reform & Governance Execution Roadmap co-leads will develop an enterprise-level plan that outlines how best to use JCAs across the spectrum of defense decision-making in a capability-based Environment. They will provide an update to the Deputy's Advisory Working Group within 6 months.
- The Chairman of the Joint Chiefs of Staff will conduct a base line reassessment of the JCAs and provide an update to the Deputy's Advisory Working Group within 6 months.

Your assistance in providing the necessary manpower and analytical support to ensure key objectives are achieved is appreciated.

Attachment:
As stated

Jan 08
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DAWG – JCA Framework Approval

DAWG – 22 Jun 07 IPR/Top-level approval

DSD JCA BR Memo – 27 Mar 07
DSD ACP Memo – 15 Mar 07

JROC endorsed JCA way forward

24 Aug

Formal staffing

Decomposition by Top-level work groups

Top-level JCA development by expanded team

JCA Analytical Study

Community of Interest Survey

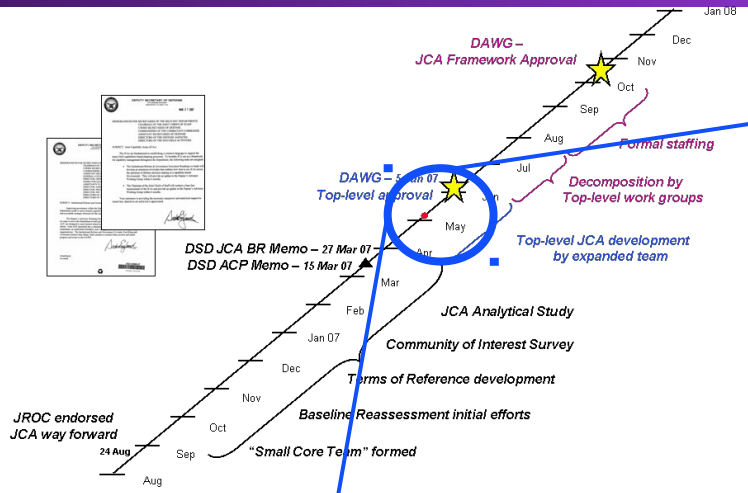
Terms of Reference development

Baseline Reassessment initial efforts

"Small Core Team" formed

Phase 0 – Ground Work
Phase 1 – Functional Top-level
Phase 2 – Decomposition

Phase 1



DAWG – 22 Jun 07
Top-level JCA approval

11 Jun — **JROC – 14 Jun**

4 Jun

28 May — **3-Star Programmers – 30 May**

JCB – 24 May

21 May

IR&G Ex Com – 17 May

14 May

JCA Expanded Team – 10 May

DJS – 8 May

7 May

JCA Intent

"… the beginnings of a common language to discuss and describe capabilities across many related Department activities and processes."

Policy

"OSD(P) shall incorporate the Joint Capability Areas as appropriate into future Defense Planning Scenarios and Strategic Planning Guidance"

Programming

"OSD(PA&E) shall apply the lexicon to the program and budget databases as appropriate prior to the FY 08-18 POM cycle"

Planning

"…incorporate Joint Capability areas into evolving Global Force Management and Joint Force Provider initiatives…"

"Develop joint definitions for all JCA terms and transition to joint doctrine…"

Requirements

"Implement the JCAs into the current process to receive and assess IPL submissions from the combatant commanders."

"Use the capabilities lexicon in the continued evolution of the Joint Capabilities Integration Development System (JCIDS)."

Acquisition

"OSD(AT&L) shall incorporate the Joint Capability Areas across acquisition activities including the Defense Acquisition Board process, capability roadmaps, and technology investment decision opportunities."

SecDef memo, 6 May 05

DSD JCA Direction

1. IR&G co-leads will establish a plan to use JCAs across DoD
2. CJCS will conduct a JCA baseline reassessment

DEPUTY SECRETARY OF DEFENSE
1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

MAR 2 7 2007

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3. Develop a capability framework
4. Build on JCA baseline reassessment

ACP 3—Decision Framework

Establish a Portfolio Framework and Integrated Management Information Strategy

Statement of Expectation: The Department needs an overarching framework to create a common sense of value; allow strategy to outcomes linkage; and enable integrated management information and transparency across missions, functions, organizations and processes.

- ❑ Develop a capability portfolio framework, building on the Joint Capability Area re-baseline effort, which enables the translation of current and future operational goals into capabilities and links them to core Department management processes, functions and organizations.
  - Action Lead: IR&G and Joint Staff

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ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION
DIRECTOR, NET ASSESSMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Institutional Reform and Governance Actions to Critical Path (ACP)

Improving governance within the Department of Defense is essential. The Department needs to move toward a general management framework that provides clear and executable strategic direction for the current, mid and far term.

The Deputy's Advisory Working Group (DAWG) recently approved a series of six steps to move the Department toward governance success. These steps, referred to as ACP, are designed to meet desired objectives, while leveraging existing Department-wide efforts. Each ACP (attached) has a statement of expectation, specific actions to be undertaken, an established timetable, and a designated action lead (with supporting organizations). The Institutional Reform and Governance Co-leads, Ken Krieg and Lieutenant General Skip Sharp, shall continue to monitor these actions and report progress and issues to the DAWG.

Attachment:
As stated

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